

Future Transportation@VANs

Tabea Hermann – Mercedes-Benz Vans | Daimler AG 12 March 2019 | SEP Scaleup Summit Milan



Vans. Born to run.



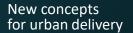
Megatrends challenge the Mercedes-Benz Vans business model



Growth of global



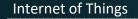
Platforms as new business models



















WE EVOLVE AND CHALLENGE THE STATUS QUO IN TRANSPORTATION BUSINESS

Mercedes-Benz Vans evolves



Best of both worlds – to meet our customers' needs of today and tomorrow



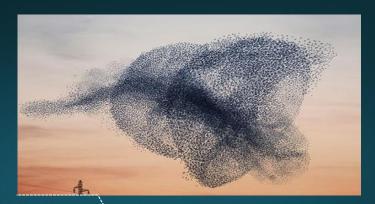
Diverse Teams in Swarm Organizations



STUTTGART

SILICON VALLEY

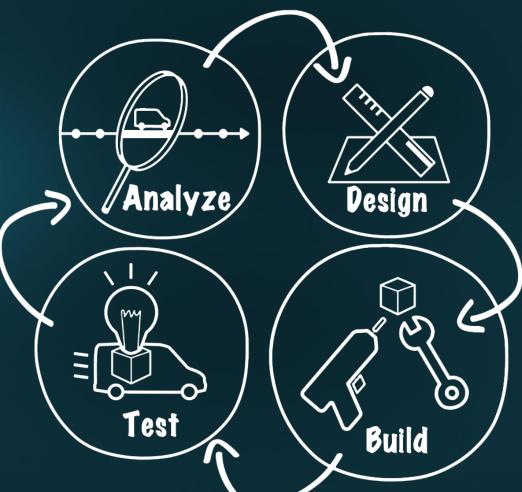
How we move from ideation to execution

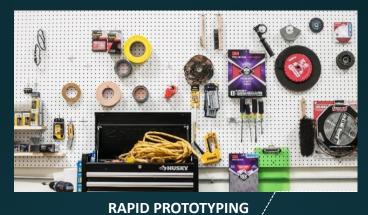


DESIGN THINKING



BACK TO THE GARAGE









Mercedes-Benz Vans and ViaVan enter the "On-Demand Ride Pooling" market



Expensive door-to-door rides

Used by only a small percentage of people



Ride apps

Less expensive door-to-door rides / well established





Pooling services

- Shared transportation segment between ride apps and public transportation
- Pricing slightly above public transport
- Vito/Metris + Via platform = Holistic system & USP



Public transportation

- Backbone of the urban transport system
- Often heavily subsidized by government







With London, Amsterdam and Berlinvia Q VAN is already successfully operating in 3 major European cities



Embracing the uncertainty of experimentation

"TO INVENT YOU HAVE TO EXPERIMENT, AND IF YOU KNOW IN ADVANCE THAT IT'S GOING TO WORK, IT'S NOT AN EXPERIMENT. MOST LARGE ORGANIZATIONS EMBRACE THE IDEA OF INVENTION, BUT ARE NOT WILLING TO SUFFER THE STRING OF FAILED EXPERIMENTS NECESSARY TO GET THERE."

Jeff Bezos



The FUTURE is NOW